



Request For Proposal (RFP) Response
Diversity, Equity, and Inclusion Consulting
Services
for
Town of Swampscott

Due By: Monday, November 13, 2023

Contact Information

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Dear Selection Committee,

ReadySet is pleased to submit a response to the Town of Swampscott for Diversity, Equity and Inclusion Consulting services. **ReadySet is currently supporting your neighboring cities, Lynn, MA and Salem, MA in their DEI work, are licensed in MA and would be honored to be your partners as well.** ReadySet can support the Town of Swampscott with an organizational assessment including public surveys and focus groups to inform the development of the strategic plan with short and long term goals as well as staff training and development.

[ReadySet](#) is a certified small (SB), minority-owned (MBE), women-owned (WBE), and Small Business for Purpose of Public Works (SB-PW) business enterprise and high-touch boutique consulting firm specializing in making more human-centric, inclusive work environments. Our team leverages decades of academic and professional experience to bring organizations tailored, data-driven strategies and learning opportunities. Our clients span industries from tech, to nonprofits, to government, to social change organizations. [Our diverse team of consultants](#) is composed of professionals and academics with deep diversity, equity, and inclusion (DEI) expertise as well as management and leadership experience – who understand how organizations work.

Founded in 2015, by former human rights attorney, Y-Vonne Hutchinson, ReadySet has helped over 300 organizations to date. The organization began as a sole proprietorship, growing quickly and evolving into an S-Corporation and then a C-Corporation in 2020.

Our portfolio of clients currently includes a variety of public sector serving and public facing mission focused organizations such as the **Town of Lynn, MA, Town of Salem, MA, Town of Tiburon, Town of San Anselmo, City of Thousand Oaks, County of Marin Office of Equity, International Council for Veterinary Assessment (ICVA), US Forestry Services and Television Academy.** Furthermore, we have consultants and facilitators with government-focused professional and academic qualifications that are based on the East Coast.

We are excited at the prospect of serving your staff and your community.

Sincerely,



Rachel Marcuse
COO/Managing Partner, ReadySet

Plan of Service

Overview of Our Approach

The Town of Swampscott is dedicated to cultivating an inclusive culture that not only attracts, engages, and retains a diverse pool of employees but also fosters an environment and community where every employee and community member feels valued, regardless of their differences. Further, the community has grappled with inclusivity challenges, encompassing issues arising from the pandemic, numerous protests, and the Town's departure from the civil service process. As such, ReadySet is positioned well to support the Town in rectifying these significant concerns to foster improved engagement and inclusion of the diverse community the Town serves. To achieve this vision, we seek to provide support in a three-phased approach: (1) Context Assessment and (2) Strategic Planning & Advisory Support and (3) Training Plan & Execution. Each phase is meticulously designed to empower the Town to meet its stated goals and align with its strategic objectives, particularly the pursuit of continuous learning and growth and increasing underrepresented community member engagement.

In the initial phase, the Context Assessment will thoroughly examine the Town's current operations, identifying potential inequities and opportunities for improvement. The second phase will focus on strategic planning, encompassing the development of specific goals and objectives. Additionally, this phase will lay the foundation for subsequent advisory, ensuring that the strategies and plans are effectively implemented with dedicated advisory hours per month.

Throughout these three phases, we have allocated project management hours to guarantee that we remain on target with our engagement timeline. Our aim is to ensure that the Town receives the essential support and guidance needed to successfully execute these initiatives.

Phase One: Context Assessment

Estimated Time of Completion: 6-7 months

Phase One is focused on laying a foundation of understanding to support the work ahead, while conducting market research and a workforce equity analysis to identify industry best practices and potential opportunities to strengthen workforce and community engagement. As with previous work in Towns and municipalities as well as a similar process with Towns Lynn and Salem, we understand this contextual phase will be crucial in gaining a holistic picture of the Town's infrastructure to inform tailored, actionable recommendations that will later inform the training plan and strategic plan. Through frequent communications and engagement efforts, ReadySet will strive for a greater than 75% participation from employees, board and community members. Specific activities will include:

- **Introductory Kick-Off with Town of Swampscott's Core Team:** As we launch the assessment process, ReadySet will establish roles and responsibilities on our team, collaborating with the stakeholders and leadership at the Town to create an ethical and sustainable assessment strategy, including a communications plan, data sampling methods, and internal deadlines. Our core working team will meet at least monthly to discuss any challenges that arise and to ensure progress toward key deliverables.

- **Document and Policy Review:** ReadySet will review and evaluate with a DEI lens any provided written materials related to the procurement and bidding process, organization culture, mission/values statements, internal and external communication, previous assessment data, employee policies and practices, team engagement, community agency data, employee recruitment, and other decision-making frameworks such as hiring plans and current community training programs. This review will provide key insights into equity challenges, obstacles and opportunities across the Town, while auditing against industry standards.
- **Workforce Equity Study:** To understand the demographic make-up of the Town, ReadySet will use existing demographic data to explore the representation of the workforce across the following seven demographic categories: gender identity, race/ethnicity, age, sexual orientation, veteran status, disability status, and caregiver status. We will then analyze the data at both a Town-wide level and department/division-level. For each of the aforementioned demographic categories (e.g., gender identity, age) we will identify those departments/divisions that lack representation as well as those that are excelling in terms of diversity. Wherever possible, we will also utilize an intersectional lens (i.e., simultaneously exploring the breakdown of divisions/departments across gender and race/ethnicity to understand the representation of women of color, compared to white women, men of color, and white men). ReadySet will leverage statistical analysis to identify inequities wherever they may exist. ReadySet will not only investigate gender and/or race/ethnicity in silos, but will also explore the intersectionality of gender, race and ethnicity so that all pay disparities are identified and accounted for.
- **Employee DEI Culture Survey:** ReadySet will administer one (1) survey to assess the Town's workforce sentiments regarding DEI with an emphasis on understanding individual perceptions around culture, belonging, psychological safety, leadership and manager communications, power, privilege and equity.
- **Employee Focus Groups:** ReadySet will conduct at least ten (10) focus groups with Town employees that may include employees across departments, union representatives, elected and/or appointed officials to gather context and supplement the data collected in the document review. The purpose of these interviews is to glean information on the lived experience and perception of employees to further assist in developing the training plan and strategic plan. Focus will be on talking to a sample of employees and if possible, community members across different teams and identities to best understand differing needs and perceptions, and to better tailor subsequent activities.
- **Public Community DEI Culture Survey:** ReadySet will administer two (2) public community surveys to gather sentiments regarding DEI with an emphasis on what the Swampscott community would like to see the Town focus on. The survey will incorporate key context from the program and policy review and assess dimensions such as culture, belonging, psychological safety, and leadership. To engage underrepresented community members and their perspectives, this survey will be distributed in English and Spanish both electronically (via email newsletters, the city website, community forums, city social media, and QR code posters in community spaces) and physically (in community centers, libraries, local businesses, and town halls). Future, this survey will gather constructive feedback for the Town to inform training needs, community building strategies that increase civic participation and engagement on local boards, elections, meeting participation and committees and support building trust and allies that support Town outreach.

- **Public Community Focus Groups:** ReadySet will conduct (2) public focus groups to gather context and supplement the data collected in the survey. The purpose of these focus groups is to glean information on the lived experience and perception of community members to further assist in developing strategies for building community engagement for underrepresented residents and constructive feedback on how to implement Town-wide programming. Focus will be on talking to a sample of community members across different sociographics and identities to best understand differing needs and perceptions, and to better tailor subsequent Town programming.

Deliverable: Assessment Report (Findings and Recommendations): ReadySet will create and present a rough draft of the Organizational Assessment Report deck (~30 slides) to the Town leadership, core team, and key stakeholders to deliver high level findings and tailored recommendations, including implementation priorities to inform the development of the Strategic Plan. This will give the team an opportunity to provide feedback that will be incorporated into the final report.

Phase Two: Strategic Planning and Advisory Support

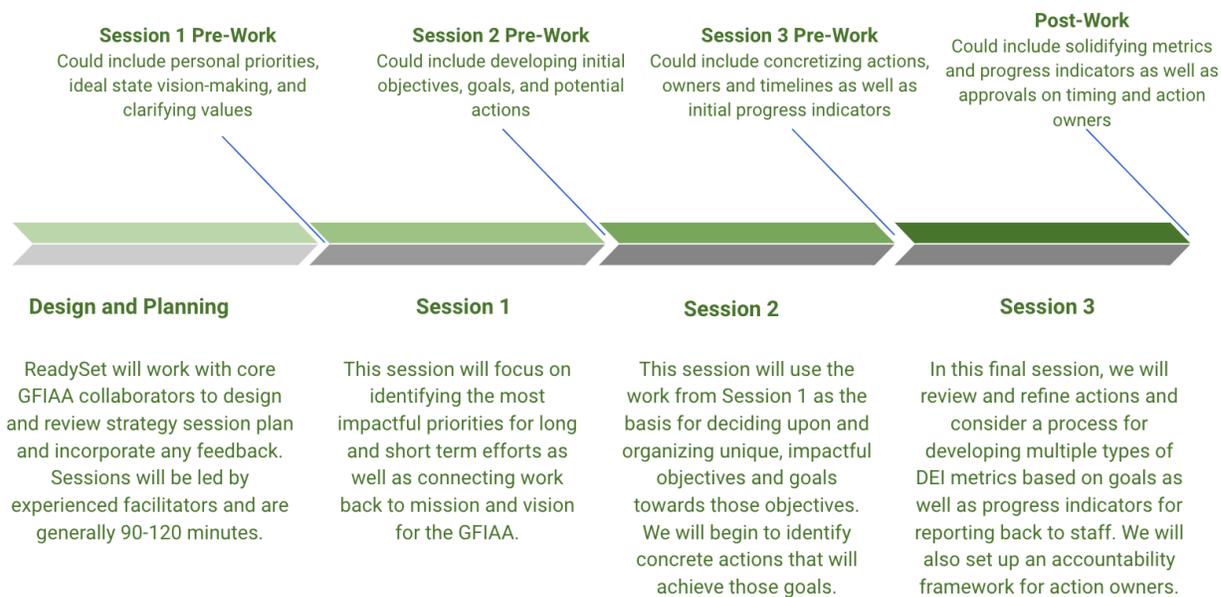
Estimated Time of Completion: 4-5 months

During the second phase of our engagement, ReadySet will support the Town’s goal of creating a more equitable diversity recruitment plan and increased engagement from the workforce and community members by collaborating with key stakeholders in strategy development workshops to identify strategic goals and priorities. Participants will collaborate together to create short-and long-term goals with consideration for the Town’s unique characteristics, internal processes, policies and systems with an outcome of a Strategic Plan that includes a clear sense of their direction, key goals and objectives, a rough timeline and major milestones. As a part of this workshop, leaders and participants will be provided with resources, templates, guidance and prompts. Our clients have reported that these sessions have been instrumental to the development of sustainable and thoughtful strategy and also to their own development as leaders and strategists. In addition to strategic planning, ReadySet will also support the development of a DEI Board and new DEI staff position who may support the strategic implementation as well.

- **Strategic Planning Sessions:** ReadySet will facilitate two (2) 90-minute alignment working sessions to co-develop the comprehensive Strategic Plan. The goal of the first and second session is to brainstorm and align on the areas and targeted goals, and in the last session identify who will be responsible for the work, resources needed in terms of employee and associated cost, and co-develop an engagement plan to secure employee’s cooperation for a short term plan of six (6) months to a year. Session activities include:
 - **Session One - Identify the Current & Future State Gaps and Strategic Priorities:** This session may involve the development of what DEI means, mission or vision statement, the clarification of goals, review of current state from F&R findings, development of ideal future state and noting where gaps exist with a focus on the development of the strategic priorities and priorities for the roadmap. From there, the session concludes with the identification of potential solutions, prioritization of activities and alignment with strategic priorities.
 - **Session Three - Clarify Goals, Metrics, and Indicators for managing progress:** This session is focussed on developing short-term and long-term objectives and goals that include specific measurable indicators to track progress. Within this process, we’ll create metrics

within the strategic plan to track success, and to iterate on what is working and pivot from what is not, and assign owners to ensure progress per goal.

Example of a ReadySet Strategic Planning Process



- **Co-development of a comprehensive Strategic Plan & Roadmap:** This work will also involve co-creating a strategic roadmap with a forward looking track in collaboration with leadership around the most effective focus areas surfaced in the assessment and through the strategy sessions (e.g., learning and development, community engagement, internal and external communications & thought leadership, culture building) with milestones and timelines. This will afford appointed and elected leadership to become more engaged in implementing the plan and operationalizing it institutionally for full staff and public officials. At each step of the roadmap, we will clearly lay out the “why” for actions and how they will positively impact growth areas as reported by staff and leaders from the Context Assessment. We will then provide clear actions, goals, timelines for each action and owners for those actions, so staff can see both that their feedback was heard and is being addressed, as well as when they should expect progress. The Roadmap will include:

 - A focus on debiasing systems and people processes, including inclusive hiring practices and procedures, as well as other key focus areas identified in the assessment
 - Short-term and long-term Goals, actions and key metrics for progress guidance and development
 - Identified resources needed in terms of employee and associated cost for strategic priorities
 - Accountability plan framework & template including scorecard templates and guiding questions to support progress and impact evaluations.
 - Change management and communication framework and resources.
 - Solidified training program for different cohorts or teams across the Town.

Example of a ReadySet Designed Priorities, Goals and Metrics for a Strategic Pillar of a Strategic Plan

SAMPLE
Goals & Metrics

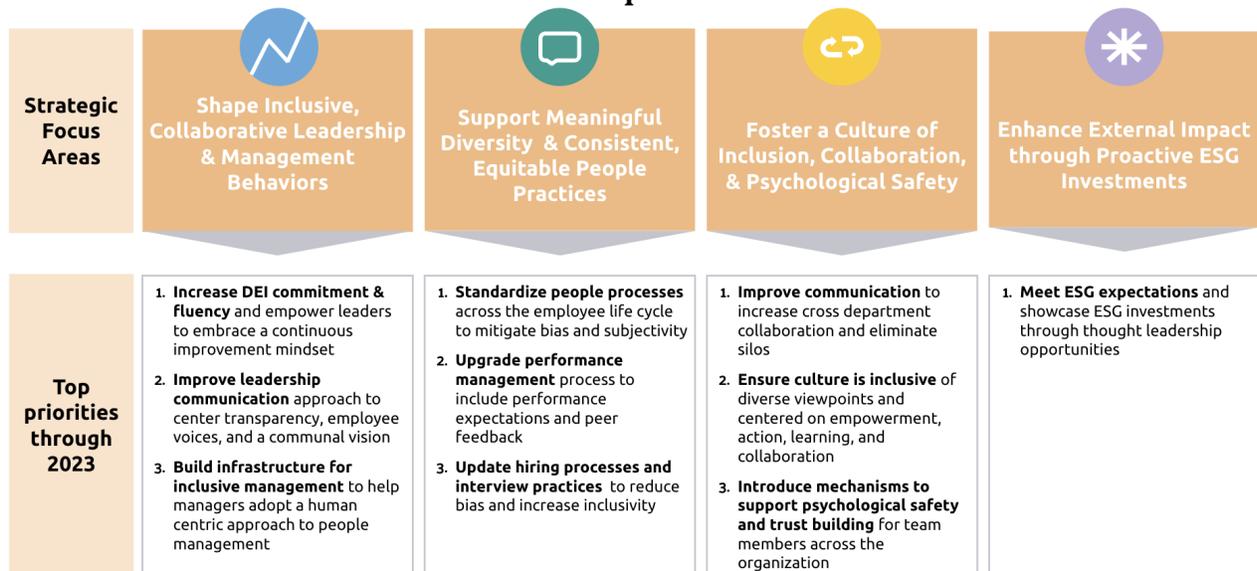
2023 Leadership & Management DEI

Priorities	Measurable Goals/Objectives	Deliverable/ Success Metrics
<p>DEI Commitment and Fluency- Increase DEI commitment & fluency and empower leaders to embrace a continuous improvement mindset</p> <p>Owner: Timeframe:</p>	<ul style="list-style-type: none"> Leaders are involved in DEI learning & development opportunities Performance is tied to DEI goals for leaders Leaders aligned on and model inclusive behaviors/norms (e.g. pronoun use, team norms, etc.) DEI considerations incorporated in business goals, strategy, and decision making Leaders have a shared DEI language Leaders are equipped and comfortable facilitating conversations about DEI topics 	<ul style="list-style-type: none"> Each leader participates in at least one Executive DEI learning session per year All leaders are trained in Ally Skills, LGBTQIA+, and Gender Diversity issues by Q3 2023 All leaders incorporate DEI-related goals in their annual performance objectives Communication Norms document includes rationale for opt-in pronoun use by Q3 2023 90% agreement with leadership commitment items and baseline DEI fluency on annual engagement survey
<p>Leadership Communication- Improve leadership communication approach to center transparency, employee voices, and a communal vision</p> <p>Owner: Timeframe:</p>	<ul style="list-style-type: none"> Create a leader communications plan to cascade throughout all levels of the organization (messaging, cadence, frequency, owners, etc.) Promote understanding of how/why decisions are made Develop forum to share DEI strategy, vision, commitments, and priorities Host Ask Me Anything (AMA)/open feedback forum with leaders 	<ul style="list-style-type: none"> Communication plan document shared among senior leaders by Q2 2023 Quarterly memos from leadership clearly communicate the how & why of key decisions Quarterly executive office hours or Q&As address strategy, goals and commitments 90% agreement with transparent leadership communications on engagement survey Town Hall AMA scheduled by Q3 2023
<p>Inclusive Management- Build infrastructure for inclusive management to help managers adopt a human centric approach to people management</p> <p>Owner: Timeframe:</p>	<ul style="list-style-type: none"> Establish baseline expectations for leadership/manager skills & behaviors Provide inclusive management skills training Managers implement inclusive culture-building practices in day-to-day behaviors, acting to reinforce org-wide norms, and support growth Managers prioritize a human connection with their direct reports 	<ul style="list-style-type: none"> All managers participate in Inclusive People Management learning journey by Q3 2023 Managers are evaluated on inclusive management behaviors in performance reviews by their direct reports 90% agreement with inclusive management behaviors on annual engagement survey

Example of a ReadySet Designed Strategic Roadmap

SAMPLE

A Roadmap for Action



- **DEI Board Strategy:** In support of the Town’s goals to create a DEI board or similar group with aligning mission, operational structure and goals, ReadySet will provide up to ten (10) hours of advisory support in the development, implementation, and coordination of the DEI Board. These hours are available to inform the operational structure and goals, the development of the mission and vision, strategic working sessions, ad-hoc coaching, or materials/resource development for the Town.
- **DEI Staff Position Creation:** ReadySet understands the desire to create an implementation plan for establishing a DEI staff position within the Town’s organizational structure. To this end, ReadySet will first develop a comprehensive job description that outlines the responsibilities, qualifications, and key objectives of the DEI position that aligns with the Town's goals for inclusivity and diversity. Further, ReadySet will conduct research to identify the industry standards and local benchmarks for an appropriate salary range. Lastly, ReadySet understands the importance of aligning this position to the most optimal department within the current organizational structure and supports outlining the functions of the position as the individual interacts with other departments, the board, and engagement of the broader community.

As a basis for a holistic approach, ReadySet will provide guidance to support ongoing implementation efforts and advise on course corrections as needed. ReadySet will aim to establish consistent, and reliable support throughout the engagement and our expert consultants, facilitators and people scientists will be available to advise and coach those doing the work, as needed. As part of ReadySet’s commitment to impact across all stages of partnership, we will also support the core team across all stages with advisory, project management, and access to helpful templates and resources for strategy activation. Examples of the tools may include long term implementation action plan templates, accountability plans and frameworks, metrics and guidance around tracking progress and impact evaluations, etc.

Activities will include:

- **Guidance and Support Advisory:** ReadySet will provide advisory support for the Town’s leadership, select a board team on implementation efforts and actions, and will advise on course corrections as needed. Advisory hours can be used towards strategy implementation, communications advisory, counseling, crisis triage, and/or miscellaneous feedback.
- **General Project Management:** As a best practice, our consultants will also provide the following in support of the smooth, efficient, and transparent implementation of their work, including:
 - ReadySet will lead kick off meetings or similar; as well as communicate with key staff and impacted groups regarding process, timeline and expectations. The first kickoff meeting will begin shortly after the contracting phase and will include a project plan for the engagement, communication expectations, and a timeline.
 - ReadySet will regularly lead the Town or project team meetings at least monthly relevant to the project scope, which includes agenda preparation and facilitation.
 - Includes scheduling, timeline tracking, accounting, account administration, and internal communication for the entirety of scope.
 - ReadySet will present interim reports to keep the Town updated on the progress of the project and any other relevant information needed for tracking.

Example of Project Management Processes

Organizational Assessment					
Phase	Action /Step	Owner	Status	Start	Finish
Kick-Off	Conduct kick-off meeting	ReadySet	Complete	6/2/22	6/2/22
Document Review	Gather Documents/Upload	Client	Not Started	6/27/22	7/15/22
	Review and analyze	ReadySet	Not Started	7/18/22	7/29/22
	Doc Sync (45 min)	Client/ReadySet	Not Started	8/1/22	8/5/22
Survey Review	Survey Design & Consultation	ReadySet	In Progress	6/21/22	6/30/22
	Program & Test Survey	Client/ReadySet	Not Started	7/11/22	7/15/22
	Launch Survey	ReadySet	Not Started	7/19/22	8/5/22
	Analyze Data	ReadySet	Not S		
Organizational Assessment					
Phase	Action /Step	Owner	Status	Start	Finish
Kick-Off	Conduct kick-off meeting	ReadySet	Complete	6/2/22	6/2/22
Kick-Off	Prep Kick-off meeting materials	ReadySet	Complete	4/13/22	4/13/22
Kick-Off	Facilitate Kick off meeting & Follow Up with Next Steps	ReadySet	Complete	4/13/22	4/13/22
Document Review	Doc Sync (45 min)	Client/ReadySet	Complete	6/27/22	8/5/22
Document Review	Gather Documents/Upload	Client	Complete	6/27/22	7/15/22
Document Review	Review and analyze	ReadySet	Complete	7/18/22	7/29/22
Document Review	Schedule Doc Sync Meeting	ReadySet	Complete	7/26/22	8/15/22
Document Review	Facilitate Doc Sync Meeting	ReadySet	Complete	8/15/22	8/15/22
Survey Review	Survey Design & Consultation	ReadySet	Complete	6/21/22	6/30/22
Survey Review	Design Survey & Communications	ReadySet	Complete	6/22/22	6/24/22
Survey Review	Deliver Survey & Communications to Client for Feedback	ReadySet	Complete	6/27/22	6/27/22
Survey Review	Finalize Survey & Communications based on Feedback	ReadySet	Complete	6/28/22	7/1/22
Survey Review	Program & Test Survey	Client/ReadySet	Complete	7/11/22	7/15/22
Survey Review	Launch Survey	ReadySet	Not Started	7/26/22	8/12/22
Survey Review	Send Initial Survey Communications	ReadySet	Complete	7/26/22	7/26/22
Survey Review	Send Reminder Survey Communications	ReadySet	Complete	8/2/22	8/2/22
Survey Review	Send Final Survey Communications	ReadySet	Complete	8/9/22	8/9/22
Survey Review	Analyze Data	ReadySet	Not Started	8/15/22	9/19/22
Staff Interviews and Focus Groups	Launch Interview & Focus Groups Survey	Client/ReadySet	In Progress	7/25/22	8/5/22
Staff Interviews and Focus Groups	Create Survey & Communications	ReadySet	Complete	7/25/22	7/25/22
Staff Interviews and Focus Groups	Deliver Survey & Communications to Client for Feedback	ReadySet	Complete	8/2/22	8/2/22
Staff Interviews and Focus Groups	Finalize Survey & Communications based on Feedback	ReadySet	Complete	8/5/22	8/5/22
Staff Interviews and Focus Groups	Obtain Communications Method/Email for Distribution	ReadySet	Complete	7/25/22	7/25/22
Staff Interviews and Focus Groups	Send Interview & Focus Group Communications	ReadySet	Complete	8/10/22	8/10/22
Staff Interviews and Focus Groups	Send Reminder for Interview & Focus Group Communications	ReadySet	Complete	8/16/22	8/16/22
Development of Strategic Plan					

We believe that empowering our clients means giving them access to the tools and resources that make their jobs easier. These will be available as needed throughout our partnership. Optional additions (at extra cost) include:

- Implementation (e.g. progress reports, facilitation of presentations, project managing or moving the work forward)
- Deliverables we develop
- Scorecard content for impact evaluation
- Tailored toolkits (recruiting, calibration, interviewing, decision making)
- Policy or process creation

Deliverables: Strategic Plan & Roadmap: ReadySet will produce a strategic plan document or deck from the co-development phase (~15 slides or pages) and templates to use for implementation of short-term and long-term actions.

Phase Three: Training Plan & Execution

Estimated Time of Completion: ~12 months

Similar to our government client partners, we understand the Town may have a wide reach into the communities that they serve, each with specific DEI context and needs. The first step in a major process like this is to understand where leaders and teams are in their thinking and application of diversity, equity, and inclusion capabilities, where the gaps are, and areas for growth. ReadySet would build the plan to address any training gaps that are accessible and usable with a focus on topical content that addresses common language and shared knowledge of DEI, bias, structural inequalities and inclusive community building. The plan will be developed with support from the core team and leadership along with findings from the assessment and strategic plan to ensure the learning modules and simulations we use feel real and build confidence for everyday interactions.

- **Training Plan Development:** Based on the assessment findings and strategic plan goals, ReadySet proposes a comprehensive one-year education and training program designed to provide employees, elected officials, and appointed officials with the necessary knowledge and skills to advance DEI within the Town. The training topics will directly stem from the organizational assessment, ensuring that they address the specific needs and challenges identified during the assessment. For example, we might discuss not just how to be an ally internally, but how the Town defines DEI, how to communicate with the community about DEI, effectively and inclusively, when there is a politicized environment around the topic. We regularly build learning journeys for clients that include virtual, in-person, self-paced, and hybrid approaches to learning with webinar formats. For our municipalities, it is especially important to work within existing constraints and build curriculum around numerous extenuating circumstances such as baseline knowledge and DEI journey, geographic location, accessibility, and internal dynamics. Simultaneously, we will design corresponding content for our online e-learning platform, [NewDay](#), tailored to the needs of shift and swing workers, offering bite-sized, accessible learning modules.
- **Training Plan Execution:** Our team’s unparalleled experience teaching groups of all sizes and seniority levels with different and intersectional social identities means we understand the unique ways to navigate bias, power, privilege, and action that drive business success. After development of the training plan, through one facilitated working session (virtual) per webinar identified, we’ll partner with the core client team to build the learning goals and modules themselves based on ReadySet’s current IP and the draft self-assessment tool for tracking participant understanding. We’ll use ReadySet’s unique model for analysis, connecting theory and practice, and teaching for behavior change as a jumping off point for these conversations. Each of our webinars are concluded with a resource toolkit to support more nuanced conversations going forward.

Deliverables: Training Plan: Training Plan will include an overview of each session with key objectives and takeaways. **A Sequence of Bespoke Webinars:** ReadySet will facilitate webinars over the course of multiple months to ensure continuous practice and application of concepts and frameworks. In addition to a course on DEI Foundations, these workshops could include topics such as Interpersonal and Systems Bias, Inclusive Communication, Inclusive People Management, Effective Feedback, Inclusive Hiring, and Building an Inclusive Culture and more.

Experience & Resources

i. Who is ReadySet?

ReadySet is a certified minority-owned (MBE) and women-owned (WBE) business enterprise and high-touch boutique strategy, consulting, and training professional services firm that specializes in integrating and embedding diversity, equity, and inclusion (DEI) practices within innovative organizations. Founded in 2015 in the Bay Area, ReadySet has helped over 300 organizations to date in developing a high-impact approach to diversity, equity, and inclusion.

Our work can be separated into the following areas of expertise (note this is not an exhaustive list):

Assessment & Data Analytics	Metrics & Benchmarking
Our assessment includes data reviews, focus groups, 1:1 interviews, surveys, and analysis models to better understand DEI needs.	We help our clients develop targeted goals and monitor the success of their DEI work plans and initiatives, much like a scorecard.
Process & Policy Design	Learning & Development:
We design custom processes to create inclusive cultures. We review elements such as handbooks, policies, and principles.	We equip teams with tools to foster inclusion across the organization through workshops, trainings, and coaching services.
Communication Support	Change Management
We help companies effectively communicate internally and externally about their DEI values, goals, and programming with an expert lens for geographic and regional nuance.	We support individuals, managers, and executives with the tools necessary to successfully make the changes necessary to become more diverse and inclusive.

Why ReadySet?

Our Human-Centered Values

One of the core beliefs that we hold at ReadySet is that no equity work can be done well without applying the principles and outcomes we aim to achieve — i.e. diversity and inclusion — to the methods by which we do them. More simply said, the “how” matters just as much as the “what.”

Our “how” comes to life in the way that we continuously seek to minimize harm, take an intersectional lens to the work, and center people first — especially those with minoritized identities — every step of the way. This way of doing our work and creating meaningful impact for our clients endures because of the foundation in human-centered values that motivate everyone at ReadySet. They are:

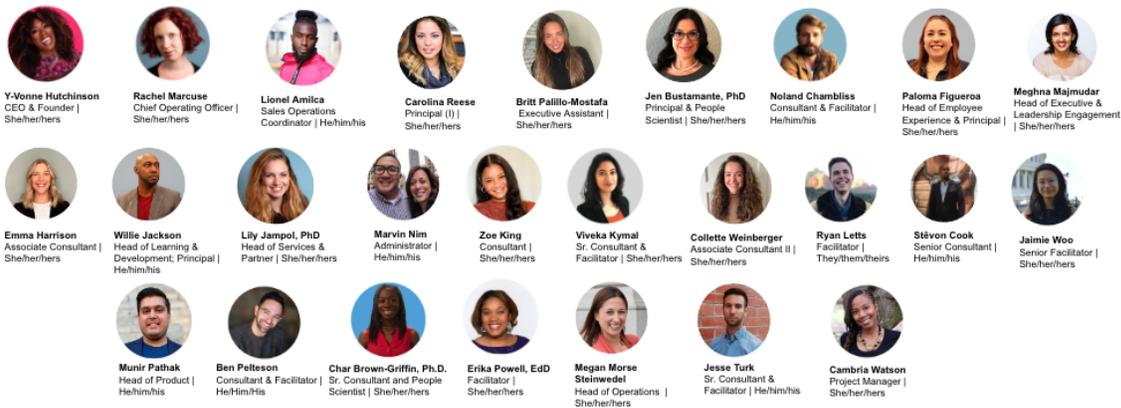
- 
Empathy
Striving to achieve racial equity is deeply personal and tricky work, and oftentimes feels charged with many historical and overlapping contexts. We focus on the humans we are in conversation with and acknowledge shared experiences, knowing the only way through is together.
- 
Growth Mindset
Doing the equity work that makes a difference, unlearning years and decades of outdated beliefs/worldviews means facing uncomfortable truths. We encourage our clients to investigate and learn from these challenges to ultimately grow in a sustainable fashion.
- 
Integrity
Every organization is different, and every solution is unique, often requiring numerous and sometimes contradictory trade-offs. We aim to stay grounded and ask the difficult questions so that we can find a solution that works for everyone.
- 
Creativity
Our rigorous, data-focused approach that centers traditionally marginalized groups, our holistic and integrated design, and our high-touch, personalized process create the right conditions for creative thought partnership.
- 
Enthusiasm
This type of personal and organization work is iterative and takes time and intention to do well. There is rarely a quick fix, so you need something meaningful to keep you going. For us at ReadySet, this work is our calling.

ii. Staffing

Our Technical Expertise and Relevant Qualifications

Our team is diverse, and our approach is intersectional, grounded in varied academic and business disciplines. Our seasoned network of consultants, some which possess DEI certifications, is composed of professionals with decades of experience organizing around DEI as well as in the areas of learning and development, racial equity, and organizational change. Our incredibly diverse team includes a multitude of intersecting identities and backgrounds; over half are women-identified and more than a third are LGBTQIA+.

Our Team



Our Project Team

While CEO, [Y-Vonne Hutchinson](#) will oversee the project as needed, consultants and subject matter experts who will likely be part of this engagement include:

[Viveka Kymal](#) (Lead Consultant) - Viveka (she/her) is a senior consultant and facilitator on the ReadySet team where she engages in organizational and community assessments, DEI strategy, and trainings. She is currently the project lead for Salem, MA. Her passion for DEI is rooted in an interest in how we communicate across difference and lean into productive discomfort. Viveka has a background in talent engagement, marketing and communications, and community advocacy. Prior to joining ReadySet, Viveka spent time on the Talent & Development Team at Thomson Reuters and at the NYC Mayor's Office of Operations. Viveka grew up in Scotland and currently lives in New York. She has a B.A. in Political Science and Psychology from Bryn Mawr College.

<https://www.linkedin.com/in/viveka-kymal/>

[Meghna Majmudar](#) (Principal Consultant & Coach) - Meghna (she/her) is based in the Bay Area and brings over 20 years of experience leading organizational assessments and culture strategy/change engagements across diverse industries such as healthcare/pharma, technology, financial services, consumer goods, and nonprofits. She currently works with leaders from the City of Salem, MA and Lynn, MA to support their DEI assessment, planning, and community engagement initiatives. In the Bay Area, she partners with the County of Marin's Office of Equity in completing its participatory budgeting initiative. Her expertise is in helping leaders understand their current state and future vision, set strategy to meet these goals, navigate growth, and communicate about change in a meaningful and human way. Meghna has a BA *magna cum laude* from Harvard University and an MBA from UC Berkeley's Haas School of Business. Meghna immigrated to Allston/Brighton as a child, graduated from Boston Latin School, and thrills in collaborating with Boston-based clients to build thoughtful DEI-informed strategies and action plans.
<https://www.linkedin.com/in/meghnamajmudar/>

[Dr. Jen Bustamante](#) (Principal Consultant & People Scientist) : Dr. Bustamante (she/her/ella) is a bilingual Principal Consultant and leads the People Science Team at ReadySet. She has extensive experience conducting classification and compensation studies and is currently responsible for leading this work at numerous public sector organizations. She has a background in data analytics and a passion for pay equity; and specializes in the intersection of people science, HR optimization, and DEI. Dr. Bustamante holds a Ph.D. in Social-Organizational Psychology from Columbia University and was formerly an adjunct professor at Barnard College. Prior to joining ReadySet, she served as a Talent & Organization Manager at Accenture and has extensive expertise developing and executing organizational enhancements across numerous industries. Dr. Bustamante is based out of St. Petersburg, Florida and will devote 75% of her time to this engagement.
<https://www.linkedin.com/in/orgpsych/>

[Carolina Reese](#) (Consultant & Facilitator) - Carolina (she/her/ella) is a bilingual Principal consultant and Facilitator, and Head of Learning and Development Services. Formerly, as a documentary photographer and videographer, she started her work in DEI by documenting birth stories, maternal health issues, and refugee resettlement, and used those visual stories to provide visual culture and media literacy education. Carolina was born in Bogota, Colombia, and immigrated to the U.S. as a child. As an immigrant and Latina, she continues to strive for equity to create environments and communities that are inclusive and just. Carolina has a BBA in International Finance and Marketing from the University of Miami and an MA in Art Education from the University of Florida. She brings over 20 years of experience across a number of industries including finance, healthcare, education, fashion, and creative arts.
<https://www.linkedin.com/in/carolina-r-reese/>

Please note that final staffing decisions will be made during the contracting phase of the engagement should ReadySet be awarded. Additional advisory or subject matter expertise may be pulled from the rest of the ReadySet team as the project requires.

iii. Our Technical Expertise and Relevant Qualifications Examples

ReadySet has conducted over 180 DEI assessments and audits with clients across industries, including a number of towns and municipalities such as the Town of Tiburon, the Town of Los Gatos, the Town of San Anselmo, and the Marin County Office of Equity. We look forward to providing a more detailed example of our work products during an interview. Due to confidentiality agreements with our clients and intellectual

property priorities, we are unable to share hard-copy materials. Below, you will find examples of our case studies that may provide some insight into our work products.

DEI Assessments and Audits

We have worked with dozens of municipal and regional government clients to audit their processes, policies, community engagements, and learning programs from an equity, social, and racial justice approach. At ReadySet, we take an intersectional, holistic, and human-centered approach to assessments conducted to evaluate and analyze racially, culturally, and linguistically diverse communities. Our evidence-based approach is rooted in best practices, and considers both quantitative data and the voices of individuals in our clients' communities through interviews and focus groups.

We deliver comprehensive gap analyses (usually through Findings and Recommendations Reports) that allow our clients to understand bright spots, focus and opportunity areas, and use our recommendations to create long lasting and impactful strategies. With our past municipal and government clients, such as the Town of Tiburon and County of Marin, we conducted equity impact process components to improve the effectiveness of programming, policy, and the inclusive communication between community stakeholders and agency personnel.

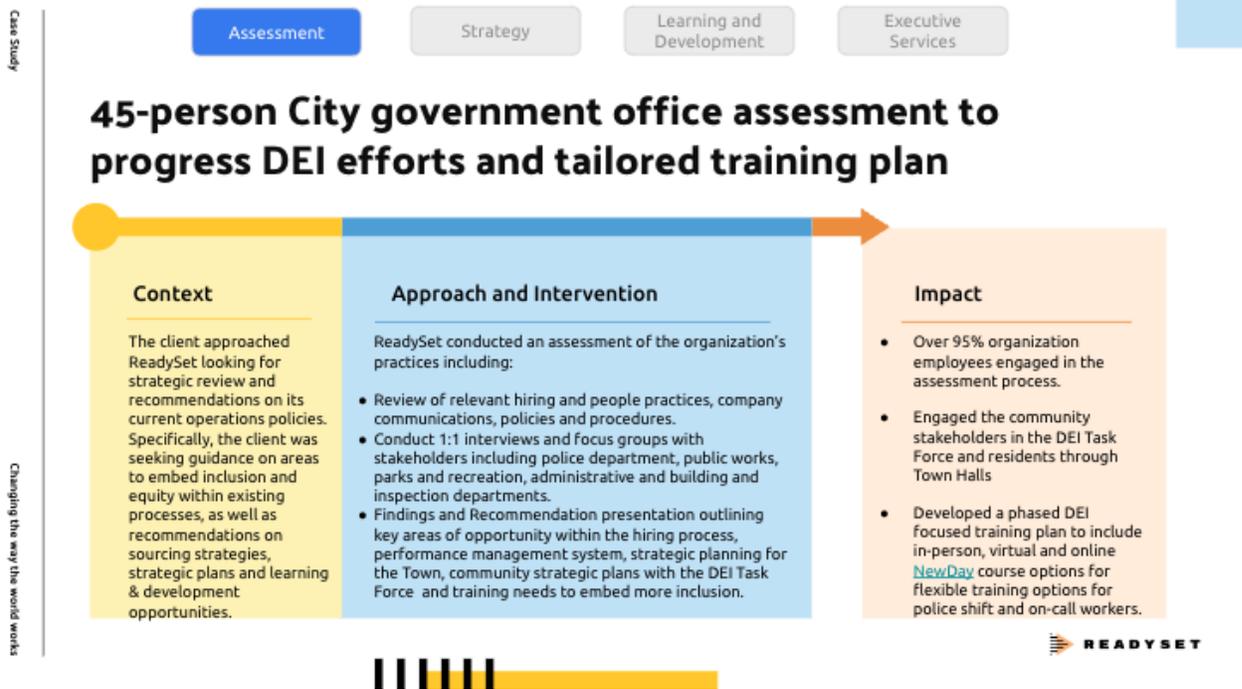
Example of how we achieve this impact include the below past/current engagements:

Please note: Due to ReadySet's confidentiality policies, we are unable to share details of services or contract amounts for past or current clients.

Example 1



Example 2



Strategic Planning and Implementation

ReadySet has extensive experience developing bespoke strategic sessions and resulting roadmaps, scorecards, metrics and reports for clients across a variety of industries including government and municipal bodies in multiple states. We begin our strategic planning with data gathering to help identify unique challenges, opportunities and community needs. This may happen through a context assessment including policy and document reviews, surveys, interview and focus groups, or may review previously collected data to support the understanding of specific context. We then collaborate with key stakeholders such as core project team, board members, council members, community leaders and other change agents who are passionate about making an impact in the organization. We facilitate strategy working sessions with these groups to create strategic priorities, actionable outcomes and accountability standards that fit within the context of the organization. Further, we support implementation of strategic planning by creating evaluation and accountability metrics, dashboards, and conducting impact analysis identifying areas of adjustments to further change and progress on strategy.

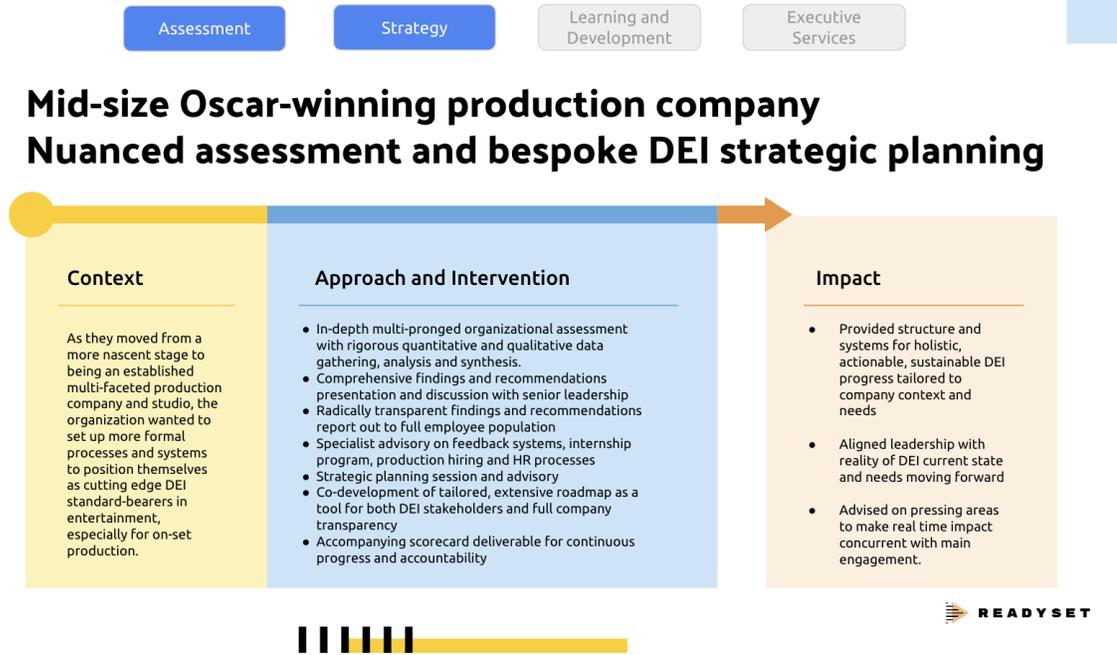
Example of how we achieve this impact include the below past/current engagements:

Please note: Due to ReadySet's strict confidentiality policies, we are unable to share details of services or contract amounts for past or current clients.

Example 1

Case Study

Changing the way the world works



Example 2

Case Study

Changing the way the world works



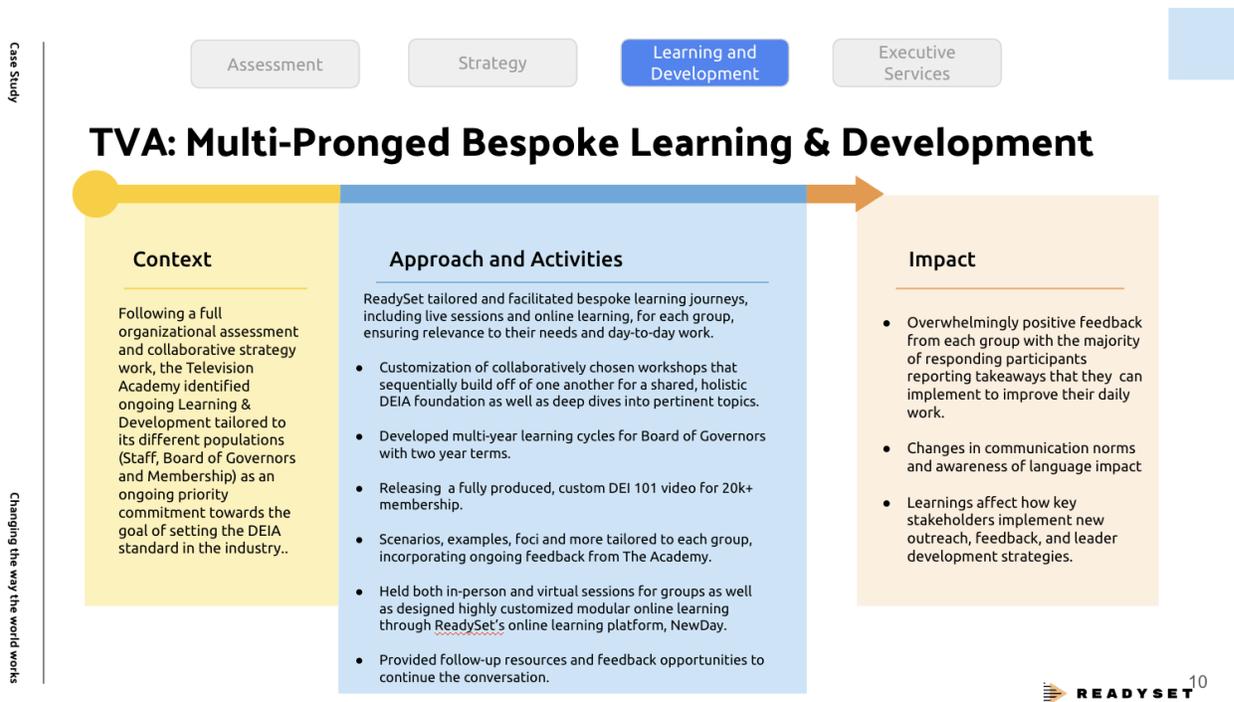
Training Plan Development & Execution

At ReadySet, we approach adult learning incrementally, understanding that people need time to grow, process, and integrate—thus our learning sessions are specifically designed to build understanding, competency, and confidence over a period of time. Training modules are designed with adult learning principles in mind and are highly interactive, combining instruction, individual and group exercises, lab-like activities, and scenario practice. To develop training plans, we start with a review of current policy documents and training materials to ensure the learning modules and topic areas are timely and relevant. We further this development work by building content that will have a lasting impact on the staff. We do this through applying frameworks and develop practice scenarios and case studies to build skills and confidence quickly with the material. As a result, our application of connecting theory to practice and teaching for behavior change supports the successful uptake of tools and knowledge in a variety of DEI topic areas.

Example of how we achieve this impact include the below past/current engagements:

Please note: Due to ReadySet's strict confidentiality policies, we are unable to share details of services or contract amounts for past or current clients.

Example 1



Example 2



iv. Conflicts of Interest

ReadySet as a company and our individual employees have not had litigation pending or occurred within the last five years, including any type of project where claims or settlements were paid by ReadySet or insurers within the last five years.

v. ReadySet's Multilingual Skills

ReadySet is a multi-lingual organization who is able to support the Town of Swampscott with any communications in English as well as in Spanish, Hebrew, French and American Sign Language (ASL).

vi. Affirmative Action Program & Minority & Woman Owned Certifications

“One Size Does Not Fit All” Our Commitment to Diversity, Equity, and Inclusion

ReadySet is first and foremost an equal opportunity employer and workplace. True to our mission and values, a commitment to diversity, equity and inclusion drives our work. We encourage and seek out a workforce composed of all backgrounds and identities, across race, color, ethnicity, national origin or ancestry, citizenship, religion, sex, sexual orientation, gender identity or expression, veteran status, marital status, pregnancy or parental status, or disability. Our team includes a multitude of intersecting identities and backgrounds; over half are women-identified, over half are folks from historically marginalized races/ethnicities, and more than a third are LGBTQIA+.

Employees, potential employees, clients, and other external parties will not be discriminated against based on these or other protected categories or social identities. We strive to create a supportive and inclusive workplace where staff contributions are valued and celebrated, and where our employees thrive by being themselves and are inspired to do their best work every day. As such, our policies and practices are written to embed DEI tenets into how we as a business and as a group of DEI practitioners move in the world and within the internal ReadySet community.

Minority & Women Owned Certifications

ReadySet is certified by the State of California for DGS Small Business Certification for California (micro), as well as Small Business Public Works (SBPW.) Our certification ID is 2035258.

Certification Profile
State of California Certification

Certification ID: 2035258

Legal Business Name: **READYSET SOLUTIONS CO**
Address: **548 Market Street
PMB 98302
CA
SAN FRANCISCO
CA 94104-5401**

Doing Business As (DBA) Name1:
Doing Business As (DBA) Name2:

Office Phone Number: **516/965-2776**
Email: **brittany@thereadysset.co**

Business Fax Number:
Total Number of Employees: **24**

Business Web Address:
Business Types: **Service**

Service Areas
Alameda , Alpine , Amador , Butte , Calaveras , Colusa , Contra Costa , Del Norte , El Dorado , Fresno , Glenn , Humboldt , Imperial , Inyo , Kern , Kings , Lake , Lassen , Los Angeles , Madera , Marin , Mariposa , Mendocino , Merced , Modoc , Mono , Monterey , Napa , Nevada , Orange , Placer , Plumas , Riverside , Sacramento , San Benito , San Bernardino , San Diego , San Francisco , San Joaquin , San Luis Obispo , San Mateo , Santa Barbara , Santa Clara , Santa Cruz , Shasta , Sierra , Siskiyou , Solano , Sonoma , Stanislaus , Sutter , Tehama , Trinity , Tulare , Tuolumne , Ventura , Yolo , Yuba

[View Keywords](#) [View Classifications](#) [View Supplier Diversity Information](#)

Active Certifications [More Help](#)

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	09/13/2023	Approved	09/13/23 12:11PM	09/13/2023	09/30/2025
SB-PW	09/13/2023	Approved	09/13/23 12:11PM	09/13/2023	09/30/2025

vii. References

City of Salem, MA	
Name: Regina Zaragoza Frey Title: Director of Diversity, Equity and Inclusion	Address: 93 Washington Street, Salem, MA 01970 Email: rzaragoza@salem.com Phone: 978-745-9595 x41505
Dates: October 2023 - Present	
Description of Project: The City of Salem is committed to DEI initiatives to proactively dismantle systems of oppression and address systemic barriers that perpetuate inequities in society. To further the City's commitment, ReadySet proposes a two-phased approach involving a comprehensive community assessment and equity audit. Upon completion of the engagement, the City's DEI Department will utilize this audit to understand how to consistently, sustainably, and equitably include the community's feedback in City's processes. ReadySet has noted the main five focal points of the project will be purchasing; project planning such as park and infrastructure improvements, neighborhood studies and zoning initiatives; representation on city boards and commissions; language justice; and the completion of a community assessment. The goal of this audit is to identify ways to equitably involve the community in municipal government processes and decision-making. Conducting an equity audit will be a vital initial step to ensure the City of Salem is better serving its community and can act as a stepping stone to the City's external DEI work.	

Marin County Office of Equity	
Name: Jamillah Jordan Title: Equity Director	Address: 3501 Civic Center Drive, Suite 325 San Rafael, CA 94903 Email: jjordan@marincounty.org Phone: 415-473-6166
Dates: October 2022 - Current	
Description of Project: In an effort to embed equity considerations into all county processes, the Marin County Office of Equity approached ReadySet for assistance in facilitating the disbursement of \$2.5M in ARPA funds. To meet these needs, ReadySet is partnering with the Participatory Budgeting Committee to develop a	

committee charter, refine funding proposals (including an equity scoring rubric and weighting process), develop an outreach strategy and tactics, and design a voting and implementation strategy. ReadySet is also providing experiential and scenario-driven training to ensure committee members and key stakeholders are equipped to prioritize DEI considerations when hosting meetings and engaging with the community.

Town of Tiburon	
<p>Name: Suzanne Creekmore Title: Director of Administrative Services</p>	<p>Address: 1505 Tiburon Boulevard, Tiburon, CA 94920 Email: screekmore@townoftiburon.org Phone: 415-435-7359</p>
<p>Dates: May 2022 - February 2023</p>	
<p>Description of Project: The Town of Tiburon approached ReadySet for a strategic review of operations and policies. Specifically, the client sought guidance on areas to embed inclusion and equity within existing processes, as well as recommendations on sourcing strategies and embedding DEI more holistically. The Town of Tiburon also requested a comprehensive training plan to ensure their staff had the DEI knowledge and tools to execute their strategy and support the community.</p> <p>ReadySet conducted a full internal equity evaluation and organizational assessment for the Town of Tiburon. This included internal policies and procedures review, quantitative survey analysis, and qualitative focus groups and 1:1s to provide a robust series of recommendations for engagement and DEI strategies. Following the Findings and Recommendations presentation, ReadySet created a Learning and Development Plan for the town staff, police, and public works departments. This plan included critical findings that informed the plan, a walk-through of plan paths to achieve the desired learning outcomes, and pricing to consider.</p>	

The Television Academy	
<p>Name: Brandy Curry Title: Chief of Staff</p>	<p>Address: 525 San Anselmo Avenue, San Anselmo, CA 94960 Email: curry@televisionacademy.com Phone: 310-633-4004</p>
<p>Dates: November 2020 - Current</p>	

Description of Project:

For over two years, ReadySet has partnered with the Television Academy to further DEI efforts through a comprehensive assessment, strategy design and implementation, and staff training. ReadySet conducted a full organizational assessment, including a survey, data analysis policy review, focus groups across staff, members, and board members (4,000+), and produced a public-facing report on the state of DEI.

Using assessment findings, ReadySet developed a strategic plan, roadmap, actions, metrics and an accountability plan that have been implemented over the last several years, including process and policy changes, communication support, and bi-weekly advisory sessions. Readyset has since co-released with the Television Academy, three public reports on data and progress. Finally, ReadySet has delivered tailored learning sessions to all staff and leaders, facilitated conversations to increase buy-in among leaders and the board of governors, and conducted workshops for the community of DEI leaders in the television industry.